

# State Government Performance and Accountability



Government Management Accountability and  
Performance

Office of Governor Chris Gregoire

December 2006



## Multiple directives for accountability and performance improvement –

- Legislature
  - HB 1970 – quality performance systems (enacted 2005)
  - HB 1242 – citizen focused performance measures (2005)
  - HB 1064 – performance audits (2005)
  - State budgeting statutes (RCW 43.88.090 addresses strategic plans, goals and performance assessment)
- Governor
  - Priorities of Government (POG)
  - Executive orders -- Government Management Accountability and Performance (GMAP), Plain Talk, Regulatory Improvement and others
- Citizens
  - Initiative 900 – Performance Audits (November 2005)

# Gregoire Administration Response

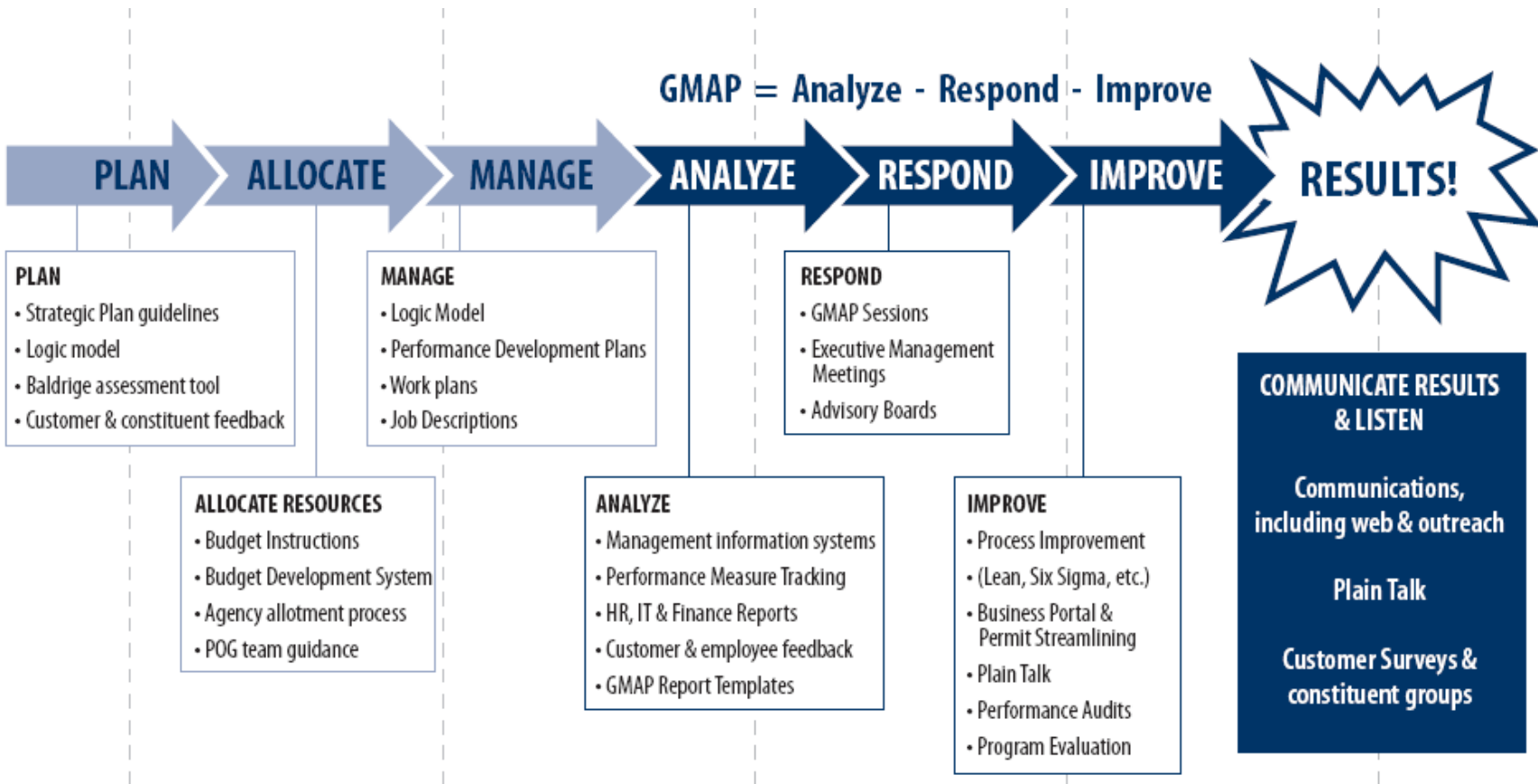
## The Management Framework

helps simplify and integrate the multiple performance mandates



- Strategic planning by all agencies
- POG process used to help set budget priorities
- GMAP program to monitor and improve agency performance
- Agency self-assessments
- Management training and employee performance expectations
- “Plain Talk” approach to improve customer service
- I-900 protocols developed to support performance audits
- Communication with citizens, including town hall meetings, Report to Citizens, and Citizens Advisory Board

# Gregoire's Management Framework

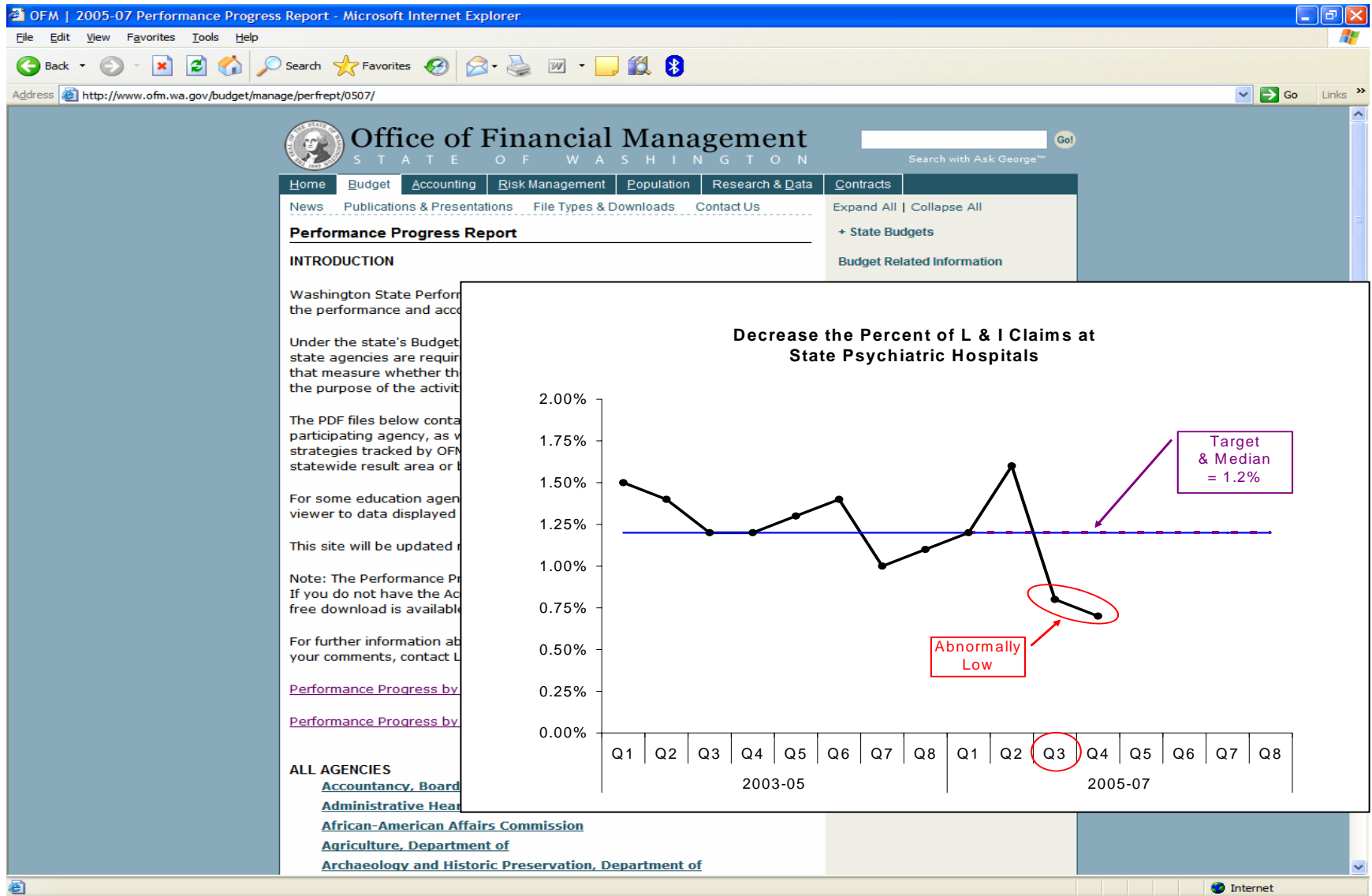




## Progress report – as of December 2006

- ☑ POG process resumed in 2006 to help set budget priorities
- ☑ More than 20 GMAP forums led by Governor Gregoire and her leadership team reviewing agency performance
- ☑ Many agencies have developed “internal” GMAP programs
- ☑ Agency Self-Assessment tool distributed and results collected
- ☑ Performance improvement and accountability training provided to agencies and staff
- ☑ I-900 protocols developed with State Auditor’s office
- ☑ Governor’s “citizen engagement” tour during summer
- ☑ Governor’s 2006 Report to Citizens
- ☑ Improved transparency – revised websites includes all agency performance reports

# Agency Performance Progress Reports available on-line at <http://www.ofm.wa.gov/budget/manage/perfrept/0507/>



# GMAP Schedule and Reports Available at <http://www.gmap.wa.gov>

**GMAP** Governor Gregoire's  
GOVERNMENT MANAGEMENT ACCOUNTABILITY & PERFORMANCE

Expand All | Collapse All

**Report to Citizens**

Governor Chris Gregoire wants Washingtonians to know what state government is doing with their tax dollars. She knows citizens care about accountability, results, and performance – not finger-pointing or excuses.

In her first Report to Citizens, Governor Gregoire highlights the progress state government has made in measuring results. Using data-driven examples, the report illustrates what's working, what's not, and the challenges ahead.

The report is available [here](#).

Transportation	November 29, 2006
Economic Vitality and WorkFirst	December 1, 2006
Government Efficiency	January 17, 2007
Safety (Emergency Management)	February 14, 2007
Vulnerable Children and Adults (Progress Report)	February 14, 2007
Puget Sound	March 28, 2007
Economic Vitality	April 11, 2007

# Agency Self-Assessments: Status Report for 2006



Completed Agency Assessments as of November 30, 2006:		
<i>Agencies by Category</i>	<i>Possible</i>	<i>Completed</i>
Executive Cabinet	29	25 (86%)
Small Cabinet	36	16 (44%)
Elected	9	2 (22%)
Higher Ed	6	1 (16%)
Colleges and Trades	33	0 (0%)
Which areas need improvement?	Lowest Score	Priority
Improve Processes to get better results	19	1
Communicate Results and Listen to Customers	19	1
Manage Our People	14	2
Analyze data	14	2
Allocate Resources	11	3
Respond: make decisions and take action	10	4
Create a Strategic Plan	3	5

## Summary:

- 86% of the largest agencies completed the self-assessment.
- Agencies were very candid in identifying which areas need work.

## Next Steps:

- ⇒ Follow up with the agencies who have not completed the assessment.
- ⇒ Focus training and assistance in the top 2 priority areas (process improvement and communicating with customers)
- ⇒ Each agency has an action plan to improve the 3 areas where they scored lowest.



# Training and Support for Agencies

The Governor's office, Department of Personnel (DOP) and the Washington State Quality Award (WSQA) work collaboratively to offer a series of training courses, leadership seminars, and workshops.



Workshops See <a href="http://www.governor.wa.gov/gmap/">http://www.governor.wa.gov/gmap/</a> for complete course descriptions	Course Code	Leading & Managing	Analyzing & Consulting	Reporting & Presenting	Improving & Implementing
Linking Resource to Results	01-09-GM05	0	x	x	x
But We Can't Measure What We Do	01-09-GM02	0	x		x
Collecting Data	01-09-GM09	0	x		x
Using Data & Statistical Tools to Analyze & Improve Performance (Understanding Data)	01-09-GM03	0	x		x
Using Non-Statistical Tools to Analyze & Improve Performance	Dec, 2005	0	x		x
Using Charts & Graphs to Communicate about Performance (Communicating with Data)	01-09-GM01	0	x	x	x
Writing in Plain Talk	*	0	x	x	
Presenting Information to Decision-Makers	Dec, 2005		x	x	
Data Analysis for Decision-Makers	01-09-GM08	x	x		
Making the Business Case in a Political Environment	Dec, 2005	0	x	x	
Leading for Results: Using GMAP to Drive Performance	01-09-GM04	x			
Reporting Performance to Citizens & Stakeholders	TBD	x		x	
Speaking Truth to Power	Nov 17, 2005	x	x		x
Facilitating for Performance	Dec, 2005	x			x
Using Math to Tell Your Story	Nov 14, 2005		x		x
Using the Baldrige Criteria to Assess Agency Management Systems	Jan 2006	x	x		
Using PowerPoint Effectively to Tell Your Story	TBD			x	
Organizing and Presenting Complex Information	TBD		x	x	

\* For single agency requests

0 = Should be familiar with principles  
x = Recommended

Note: Course offerings will be updated in January 2006. Please visit DOP's website at <http://www.dop.wa.gov/Employees/TrainingAndDevelopment/> for more information.

# What's next?

- Governor's 2007-09 budget will reflect POG priorities
- GMAP is being expanded to cover additional issues and agencies in 2007
- First performance audits are due end of December
- Increased technical assistance to agencies to help with self-assessment and performance improvement
- Agencies will begin applying for external assessments (Washington State Quality Award)
- Governor will issue her second Report to Citizens in October 2007
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